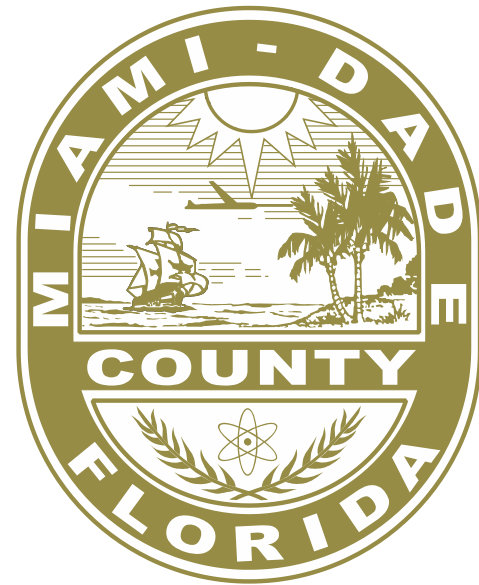


# Mayor's Blue Ribbon Taskforce for the Miami-Dade Public Library System

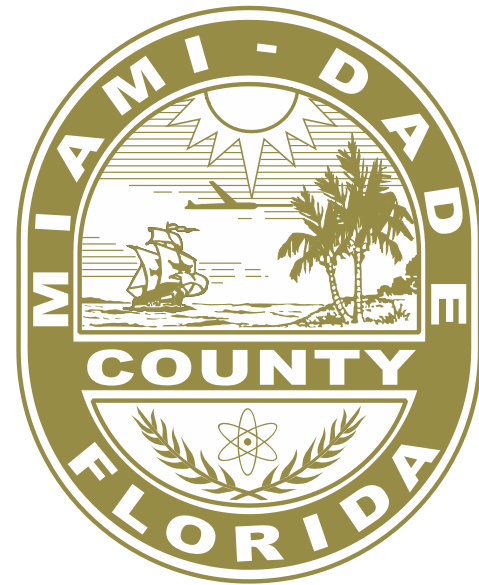
January 17, 2014



# Welcome & Introductions



# Approval of Minutes



# National Perspective

Speaker:

**Cathy De Rosa**

*Online Computer Library Center*

*Vice President for the Americas &*

*Global Vice President of Marketing*



# Our Public Libraries **Future Forward**

## Online

Tech tools for **today**

Self-service for patrons, innovation for communities

## Inside

A space for **growth**

Personal, economic, civic

## Outside

Partnerships for **development**

Personal, economic, civic

## Lifeline

A front line for **safety** and **wellness**

Vital services from a trusted source

# Community Survey

Speaker:

*Robert Ladner, Ph.D.*

*Behavioral Science Research Corporation*



# **Miami-Dade Public Library System Community Telephone Survey**

**Key Findings and Strategic Recommendations**

**Not For Public Dissemination**

**January 17, 2014**



# SURVEY RESEARCH METHODOLOGY

- Study was developed to determine public library awareness, service utilization, Internet usage, public attitudes toward the library system and potential response to property tax increases among persons who use the public library system (or who have members of their household who use the library) and those who do not.
- Telephone survey conducted with 601 registered voter heads of household over 21, in English, Spanish and Creole (according to language preferences of respondent), balanced across all Commission districts to ensure full-county representation.
- Random households were interviewed in three sample groups (householders under 55 with children, householders under 55 without children, households over 55), without reference to library use.
- Households were ethnicity balanced across the County: 64% Hispanic, 15% non-Hispanic white, 17% non-Hispanic Black / Haitian, 4% other/refused. Households weighted by gender and ethnicity to adjust for sampling error.
- Statistical margin of error for 600 cases is  $\pm 4\%$  at the 95% confidence level.



# PROFILE OF USERS AND NON-USERS

- **37% of households are “adult-only-user households,”** i.e. households in which one or more adults (but no children) visited a local public library at least once within past 12 months.
  - 24% White non-Hispanic, 23% Black, non-Hispanic, 53% Hispanic
  - 49% with BA or above education, 19% over \$75,000 annual household income
  - 74% are familiar or extremely familiar with M-DPLS
- **25% of households are “child-user households,”** i.e. households in which one or more children visited a local public library at least once within past 12 months.
  - 27% White non-Hispanic, 20% Black, non-Hispanic, 54% Hispanic
  - Disproportionately young heads of household, compared to other user/nonuser groups: 81% under 50 (vs. 30% for adult-only user households and 37% for non-user households)
  - 60% with BA or above education, 42% over \$75,000 annual household income
  - 71% are familiar or extremely familiar with M-DPLS
- **38% of households are “non-user households,”** i.e. households in which nobody – adult or child – visited a local public library within past 12 months.
  - 16% White non-Hispanic, 17% Black, non-Hispanic, 67% Hispanic
  - 31% with BA or above education, 12% over \$75,000 annual household income

TABLE 1A  
ETHNIC AND INCOME CHARACTERISTICS OF  
M-DPLS USERS AND NON-USERS

	All MDC HH	All User HHs	Adult-Only User HHs	Child User HHs	Non-user HHs
<b>ETHNICITY</b>					
Hispanic	59%	53%	53%	54%	67%
White, Non-Hisp.	21%	25%	24%	27%	16%
Black, Non-Hisp.	20%	22%	23%	20%	17%
<b>INCOME</b>					
Under \$35,000	32%	29%	32%	24%	38%
\$35 - \$74,900	23%	21%	23%	18%	27%
\$75,000 or more	22%	28%	19%	42%	12%
Refused	23%	22%	26%	16%	23%

TABLE 1B  
ETHNIC AND INCOME CHARACTERISTICS OF  
M-DPLS USERS AND NON-USERS

	All MDC HH	All User HHs	Adult-Only User HHs	Child User HHs	Non-user HHs
<b>EDUCATION</b>					
H.S. or less	24%	18%	19%	16%	36%
Some college/AA	31%	29%	32%	25%	34%
Bachelor's/Graduate	45%	54%	49%	60%	31%
<b>M-DPLS FAMILIARITY</b>					
Extremely familiar	28%	41%	40%	42%	7%
Familiar	26%	32%	34%	29%	17%
Slightly familiar	21%	21%	21%	20%	22%
Not at all familiar	25%	7%	6%	8%	54%
<b>% USE THE INTERNET</b>	78%	84%	79%	92%	69%

TABLE 2A  
LIBRARY UTILIZATION BY ADULT-ONLY USER AND CHILD USER  
HOUSEHOLDS

	All User HHs	Adult-Only User HHs	Child User HHs
<b>FREQUENCY OF LIBRARY VISITS</b>			
Daily/Once a week	26%	25%	28%
Once a month	31%	28%	37%
Less than once a month	43%	47%	35%
<b>MOST IMPORTANT REASONS FOR USING M-DPLS (multiple responses)</b>			
Borrow books/DVDs/other hard copy materials	84%	78%	93%
Quiet place to sit, read, study or play	46%	46%	47%
Download e-books, music, or audio-books	24%	21%	28%
Access Internet for free	19%	20%	17%
Use on-line databases to do research	16%	14%	20%
Use library computers and printers	14%	14%	13%
Participate in adult/children programs	11%	10%	12%
Get passes to local museums/events	7%	8%	5%
Use community conference rooms	3%	4%	1%

TABLE 2B  
LIBRARY UTILIZATION BY ADULT-ONLY USER AND CHILD USER  
HOUSEHOLDS

	All User HHs	Adult-Only User HHs	Child User HHs
<b>% ASKING LIBRARIAN FOR HELP</b>	<b>72%</b>	<b>68%</b>	<b>78%</b>
-- Help with reference materials/ research	87%	84%	91%
-- Help using equipment	29%	29%	29%
<b>% WANTING EXPANDED HOURS</b>	<b>25%</b>	<b>23%</b>	<b>29%</b>
-- Stay open later on weekdays	71%	64%	78%
-- More weekend hours	48%	54%	42%
-- Open earlier on weekdays	32%	36%	26%

TABLE 2C  
SATISFACTION WITH LIBRARY BY ADULT-ONLY USER AND CHILD USER  
HOUSEHOLDS

	All User HHs	Adult-Only User HHs	Child User HHs
<b>SATISFACTION WITH LIBRARY BRANCH</b>			
Very satisfied	71%	71%	70%
Satisfied	25%	23%	26%
Neither satisfied nor dissatisfied	2%	3%	1%
Dissatisfied/Very dissatisfied	1%	1%	1%
Refused	2%	1%	2%
<b>SOURCE OF SATISFACTION (multiple responses)</b>			
Customer service from librarians	48%	50%	46%
Collection/services/materials available	34%	30%	39%
Facility/atmosphere	22%	26%	18%
Convenient/accessible/close to home	20%	18%	22%

# KEY IMPLICATIONS OF USER DATA

- **Very high levels of “traditional” library use:** Users concentrate on borrowing hard-copy materials, use library as a place for quiet study and reading, ask librarians for help with collections and reference material more than asking for help with technology.

This is especially true among households where children are library users: 93% of these householders consider materials borrowing as one of the most important reasons they use the library.

**Users do not come to the library for the “free Internet” as much as to use Internet-based services** (e.g., downloading materials, doing research, using on-line databases, using library computers and printers). Many more mentions of services used via the Internet than use of public library Internet access.

- **Households where children are library users are a major constituency.** These households are the most active users, are the most familiar with the library, the most frequent users, the most likely to ask a librarian for help, and the most likely to ask for expanded hours. The demographic section above indicates these householders are disproportionately younger, more highly educated and more affluent.
- **Very high levels of user satisfaction.** “Customer service” – face-to-face interaction – is more important than collections and resources. Convenient location – a sense of library as local resource – accounts for 18% - 20% of the reasons for customer satisfaction.



**TABLE 3**  
**INTERNET USE AMONG LIBRARY USERS AND NON-USERS**

	<b>All MDC HH</b>	<b>All User HHs</b>	<b>Adult-Only User HHs</b>	<b>Child User HHs</b>	<b>Non-user HHs</b>
<b>% ACCESSING INTERNET</b>	78%	84%	79%	92%	69%
<b>WHERE DO THEY ACCESS INTERNET? (multiple responses)</b>					
Home	95%	94%	91%	97%	96%
Work	39%	41%	37%	46%	37%
Library	14%	21%	22%	20%	1%
Public Wi-Fi	13%	13%	9%	18%	12%
Other	3%	3%	3%	3%	2%

**TABLE 4A**  
**UTILIZATION OF LIBRARY WEBSITE AMONG LIBRARY USERS**

	<b>All User HHs</b>	<b>Adult-Only User HHs</b>	<b>Child User HHs</b>
<b>% EVER USING LIBRARY WEBSITE</b>	41%	38%	46%
Look up a book to see if it's available	90%	87%	94%
Renew a book	74%	76%	72%
Get info on branch location/hours	76%	69%	83%
Place a hold on a book	74%	70%	79%
Do research	60%	68%	52%
Search for event/program	48%	52%	44%
Download an e-book	43%	43%	42%
Search e-Government	38%	43%	32%
Download music or audio-books	35%	30%	40%

**TABLE 4B**  
**SATISFACTION WITH LIBRARY WEBSITE AMONG LIBRARY**  
**USERS**

	<b>All User HHs</b>	<b>Adult-Only User HHs</b>	<b>Child User HHs</b>
<b>M-DPLS WEBSITE SATISFACTION</b>			
Very satisfied	55%	52%	58%
Satisfied	38%	41%	35%
Neither satisfied nor dissatisfied	5%	6%	3%
Dissatisfied/Very dissatisfied	2%	2%	2%
Refused	1%	0%	2%

# KEY IMPLICATIONS OF INTERNET USE

- **Internet use is widespread among both households using the library system and households who do not.** Overall, 78% of households County-wide have Internet access, from 69% of the households which are not library users to fully 92% of the households in which one or more children are library users.
  - Virtually all of the persons who report accessing the Internet do so at their home, with another 40% doing so at work.
  - County-wide, library Wi-Fi is used by 14% of the households, with only about 20% - 21% of the library using households reporting use of the Internet at the public library.
- **The library website is used by only about 41% of the library users, more frequently by households where children are library users.** Note that the predominant use of the library website is to assist with “traditional” library functions, i.e. checking for the availability of a book (90%), getting information on branch locations and hours (76%), renewing a book or placing a book on hold (74%). The use of the library website as an information portal for other reasons is much less frequently mentioned.
- **Satisfaction with the library website is high**, with over 90% of the website users rating themselves as “very satisfied” or “satisfied” with their web experiences.

**TABLE 5A**  
**ATTITUDES TOWARD PUBLIC LIBRARIES**

	<b>All M-D HH</b>	<b>All User HHs</b>	<b>Non-user HHs</b>
<b>PUBLIC LIBRARIES IN GENERAL ARE OUTMODED, OBSOLETE AND NO LONGER NECESSARY AS A PUBLIC SERVICE</b>			
Agree	9%	6%	15%
Neutral	7%	2%	13%
Disagree	82%	92%	67%
Refused	2%	0%	5%

**TABLE 5B**  
**ATTITUDES TOWARD PUBLIC LIBRARIES**

	<b>All MDC HH</b>	<b>All User HHs</b>	<b>Non-user HHs</b>
<b>M-D PUBLIC LIBRARIES PROVIDE IMPORTANT SERVICES TO PEOPLE WHO DON'T HAVE COMPUTERS OR INTERNET ACCESS</b>			
Agree	95%	97%	92%
Neutral	2%	1%	3%
Disagree	2%	1%	2%
Refused	2%	1%	4%
<b>PUBLIC LIBRARIES ADD TO MY QUALITY OF LIFE AS A CITIZEN OF MIAMI-DADE COUNTY</b>			
Agree	84%	94%	69%
Neutral	9%	4%	15%
Disagree	6%	2%	11%
Refused	2%	0%	5%

# USER AND NON-USER ATTITUDES TOWARD PUBLIC LIBRARIES

- Profound differences between the perceptions of adults in households where public libraries are used vs. households in which they are not. Given the statement that “Public libraries are outmoded and obsolete,” 92% of the adults in library-using households strongly disagree or disagree, vs. 67% of the adults in non-user households.
- Likewise, 94% of the adults in library-using households agree that “Public libraries add to my quality of life as a Miami-Dade citizen,” a position agreed to by only 69% of the adults in non-user households.
- The statement that “Miami-Dade Public Libraries provide an important service to persons without computers or Internet access at home,” however, shows no such distinction: 92% of the non-library-users agree or strongly agree with this statement, as do 97% of the adults in user households.

There are two important issues raised by these attitude data:

First, although there is a portion of the Miami-Dade community that does not use the public library system, **libraries are seen as a public benefit by the majority of users and non-users alike.** Even though the non-users have a lower opinion of libraries than users, fully 67% of the non-users do not think libraries are obsolete, 69% state that libraries add to their quality of life, and 92% feel that libraries perform an important function for persons in households where there is no computer or Internet access.

Secondly, the perception that libraries represent lifeline Internet services to a significant proportion of the Miami-Dade community is almost universal, even as there is little evidence for the actual utilization of Internet service as a lifeline benefit. The data show that at-home Internet is pervasive among Internet users, at-work and public Wi-Fi are widespread, and in the context of all the Internet-based activities that take place at the library, “free Internet” is not much of a factor. **Yet, the role of the library in providing access to the Internet for persons without computers or an Internet account is a pervasive perception among library users and non-users alike.**



**TABLE 6**  
**FACTORS UNDERLYING THE CHOICE BETWEEN REDUCTION OF SERVICES AND INCREASED PROPERTY TAXES IN THE CONTEXT OF FUNDING SHORTFALLS FOR LIBRARIES**

	<b>All M-D HH</b>	<b>All User HHs</b>	<b>Non-user HHs</b>
<b>SEEN, READ OR HEARD ANYTHING IN THE NEWS ABOUT FUNDING FOR PUBLIC LIBRARY OPERATIONS?</b>			
% Yes	36%	44%	22%
<b>FUNDING WILL BE INSUFFICIENT AT THE CURRENT PROPERTY TAX RATE. WHICH ACTION DO YOU SUPPORT?</b>			
Reduce branches, services, hours	36%	28%	49%
Increase library portion of property tax	45%	54%	31%
Don't know, undecided, can't say	19%	18%	21%

## STRATEGIC IMPLICATIONS: AWARENESS OF LIBRARY FUNDING SHORTFALLS AND PUBLIC RESPONSE

- As of the time the survey data were collected, in the Fall of 2013, awareness of problems in library funding was not widespread. Only 36% of Miami-Dade adults had seen, read or heard anything about problems with library funding – 44% of persons who were in library-using households, 22% of persons who were not.
- Accordingly, for 64% of the Miami-Dade County adult householders, the first information they received about funding shortfalls – and the first opportunity they had to think about their underlying choices – was when they were interviewed by BSR for this survey.
- Not surprisingly, roughly one out of five respondents could not choose between the “reduce services” and “increase taxes” options. This “undecided” segment accounted for about the same proportion of library users and library non-users in the sample.
  - Overall, 45% of adults in Miami-Dade households chose to raise property taxes. Not surprisingly, the level of support was higher among households with library users (54%) and lower among households with non-users (31%). Within the “user household” category, 61% of the households with children as users chose to increase taxes; 49% of the adult-only user households chose to increase taxes.
  - Overall, 36% of the Miami-Dade households chose to reduce library hours, close branches and cut services. Support for cutting libraries was stronger among non-user households (49%) and weaker among user households (28%).
  - “Undecided” represent about 19% of respondents overall, 18% among library user households and 21% among non-users.

**TABLE 7A**  
**FACTORS DRIVING DECISIONS ABOUT PROPERTY TAXES TO**  
**SUPPORT LIBRARY SERVICES**

	<b>EDUCATIONAL LEVEL</b>		
	<b>High School or less</b>	<b>Some college/AA</b>	<b>College/ post-grad</b>
<b>FUNDING WILL BE INSUFFICIENT AT THE CURRENT PROPERTY TAX RATE. WHICH ACTION DO YOU SUPPORT?</b>			
Reduce branches, hours, services	45%	37%	30%
Raise property taxes	29%	45%	54%
Undecided, can't say	26%	17%	16%

**TABLE 7B**  
**FACTORS DRIVING DECISIONS ABOUT PROPERTY TAXES TO**  
**SUPPORT LIBRARY SERVICES**

	<b>FAMILIARITY WITH LIBRARY</b>			
	<b>Extremely familiar</b>	<b>Familiar</b>	<b>Slightly familiar</b>	<b>Not at all familiar</b>
<b>HOW FAMILIAR ARE YOU WITH THE PUBLIC LIBRARIES IN M-D COUNTY?</b>				
Reduce branches, hours, services	26%	36%	39%	43%
Raise property taxes	58%	47%	43%	30%
Undecided, can't say	16%	17%	18%	27%

**TABLE 7C**  
**FACTORS DRIVING DECISIONS ABOUT PROPERTY TAXES TO**  
**SUPPORT LIBRARY SERVICES**

	<b>Public libraries in general are outmoded, obsolete and no longer necessary as a public service.</b>		
	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>
<b>HOW FAMILIAR ARE YOU WITH THE PUBLIC LIBRARIES IN M-D COUNTY?</b>			
Reduce branches, hours, services	81%	62%	29%
Raise property taxes	11%	21%	52%
Undecided, can't say	8%	17%	20%

**TABLE 7D**  
**FACTORS DRIVING DECISIONS ABOUT PROPERTY TAXES TO**  
**SUPPORT LIBRARY SERVICES**

	<b>OWN VS. RENT YOUR HOME</b>	
	<b>Own</b>	<b>Rent</b>
<b>HOW FAMILIAR ARE YOU WITH THE PUBLIC LIBRARIES IN M-D COUNTY?</b>		
Reduce branches, hours, services	34%	42%
Raise property taxes	48%	34%
Undecided, can't say	18%	25%

# FACTORS AFFECTING CHOICE OF REDUCED SERVICE OR INCREASED TAXES

- The higher the level of respondent education, the more likely he or she would choose to raise taxes rather than cut library services.
  - Among persons with high school education or less, 45% would choose to reduce services, 29% would raise property taxes, and fully 26% were undecided about the matter.
  - By contrast, among persons with college or post-graduate degrees, only 30% would chose to reduce services, but fully 54% would raise property taxes. “Undecideds” were only 16% among the most highly educated.
- The more familiar the respondent was with the Miami-Dade Public Library System, the more likely he or she would choose to raise taxes rather than cut library services.
  - Among those who were “extremely familiar” with the public library system, only 26% would choose to reduce services, vs. 58% who would choose to increase taxes. Among these people, only 16% were undecided.
  - Conversely, among those who were “not at all familiar” with the public library system, 43% would choose to reduce services, vs. only 30% who would raise property taxes. Among these people, fully 27% were undecided.
- The more that the respondent feels that public libraries are obsolete and outmoded, the more likely he or she would choose to cut library services rather than raise taxes.
  - Among those who agree that public libraries are outmoded and obsolete, 81% would choose to reduce services, and 11% would raise taxes. Only 8% of this group was undecided on this issue.
  - Among those who disagree that public libraries are outmoded and obsolete, 29% would choose to reduce services, vs. 52% who would raise taxes. Among people who disagree with the concept that public libraries are obsolete, fully 20% are undecided.
- The responses of persons who own their homes vs. rent their homes are almost identical.
  - If anything, persons who own their homes are slightly more likely to be in the “raise taxes” category than the persons who are renters.



# SUMMARY IMPLICATIONS FOR THE PUBLIC LIBRARY SYSTEM

- **Baseline perception:** Public libraries are well-liked, respected as a public institution among Miami-Dade Countians, among users and non-users alike.
  - 62% of the households in the County had an adult, a child, or both use the public library in the last 12 months, and those who use the library are almost always satisfied or very satisfied with their experience.
  - Even those who don't use the library consider it a good thing in the community – 69% of the non-users say libraries improve their quality of life, 91% of the non-users say that libraries provide an important “safety net” service for persons who don't have home computers or Internet access, and 31% of the non-users would choose raising property taxes over cutting library services if budget cuts demanded it, even if they are not utiliziers of library services.
  - Even some non-users who are totally unfamiliar with the public library system would pay higher taxes rather than see the library cut services.
- **Baseline utilization:** Although utilization levels are high – especially in households where children are users – the pattern of utilization is traditional.
  - Public libraries are overwhelmingly used as places where you borrow books, DVDs, other hard-copy materials, and where you have a quiet place to read or work.
  - The library web site is more often used to support the “lending library” concept than as a portal to information.
  - The traditional service utilization patterns create a perception among some people – mostly among non-users but also among some users – that libraries represent a beloved but obsolete institution.

# SUMMARY IMPLICATIONS FOR THE PUBLIC LIBRARY SYSTEM (cont'd)

- Image vulnerability: The combination of traditional service utilization among many of the users and low levels of familiarity among the non-users – who appear to consider libraries in the traditional “lending library and reading room” model – weakens support for the public library system.
  - Although libraries get high marks for providing an Internet “safety net” to those who don’t otherwise have access, this is more perception than reality.
  - Perceptions of libraries as beloved but obsolete drives opinion toward closing libraries when funding is tight, and there is a segment of library users who see this reduction in service as preferable to increased property taxes.
- Support for growth: The more aware people are about library services that go beyond the old “lending library and reading room” model, the less they see libraries as obsolete.
  - The perception of obsolescence is a greater driver of opinion toward reducing services than simple lack of familiarity with the library.
  - Education must stress the technological vitality of the library system, its safety net functions (accurate or inaccurate, even those who do not think they need the library themselves feel it is a good thing for the library to provide service to those in need), the quality of its staff (note that customer satisfaction is driven more by interactions with staff than depth of collections) and the contribution of libraries to community quality of life.
  - The strongest support for increased funding comes from people who feel that libraries are investments in their children’s futures, in their ability to connect those who are unconnected, and in being more in the future than they have been in the past.

# Employee Survey

Speaker:

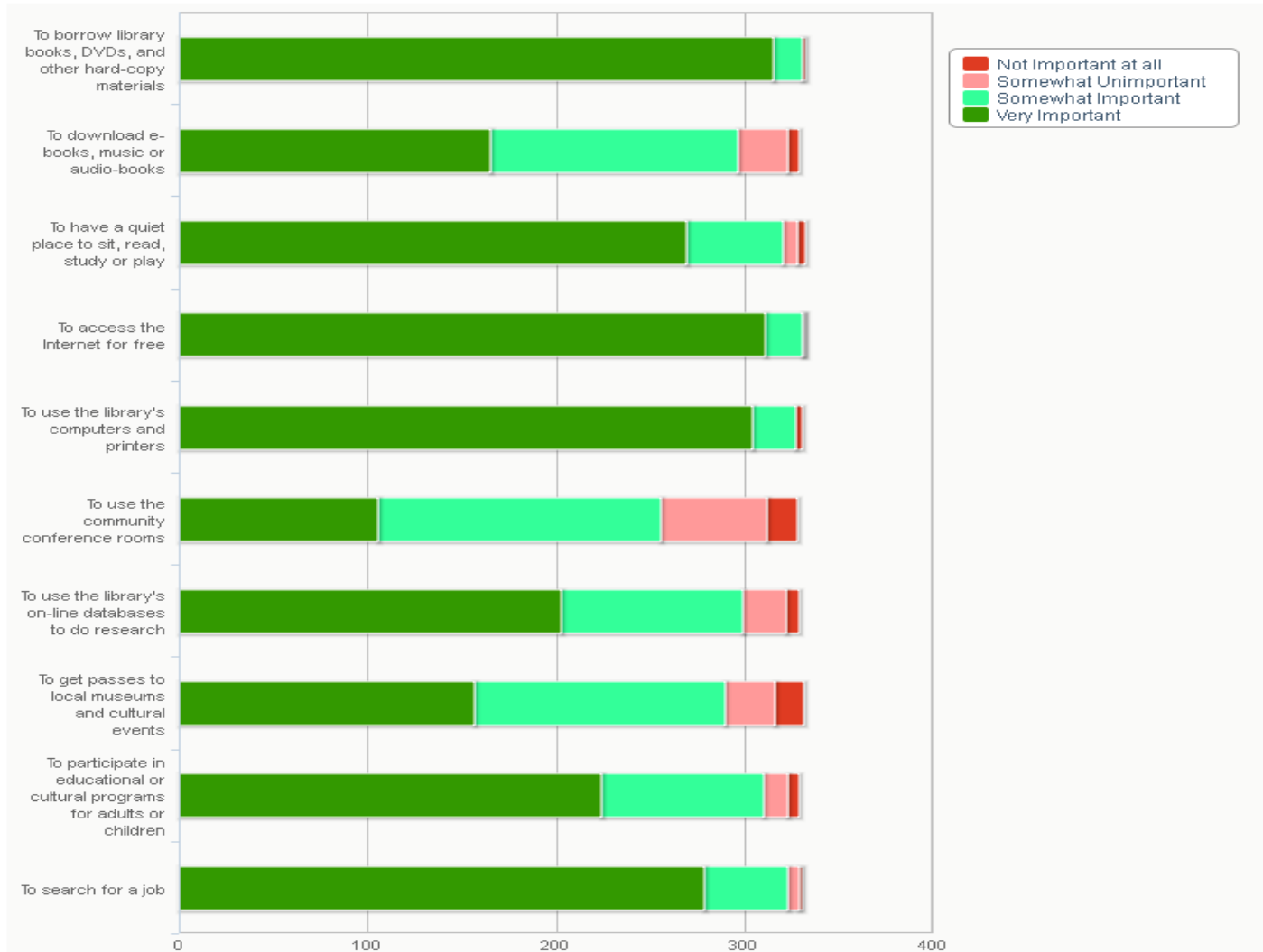
*Michael Sarasti*

*Miami-Dade County*

*Community Information and Outreach*



# Importance of Services



# Most Effective Programs

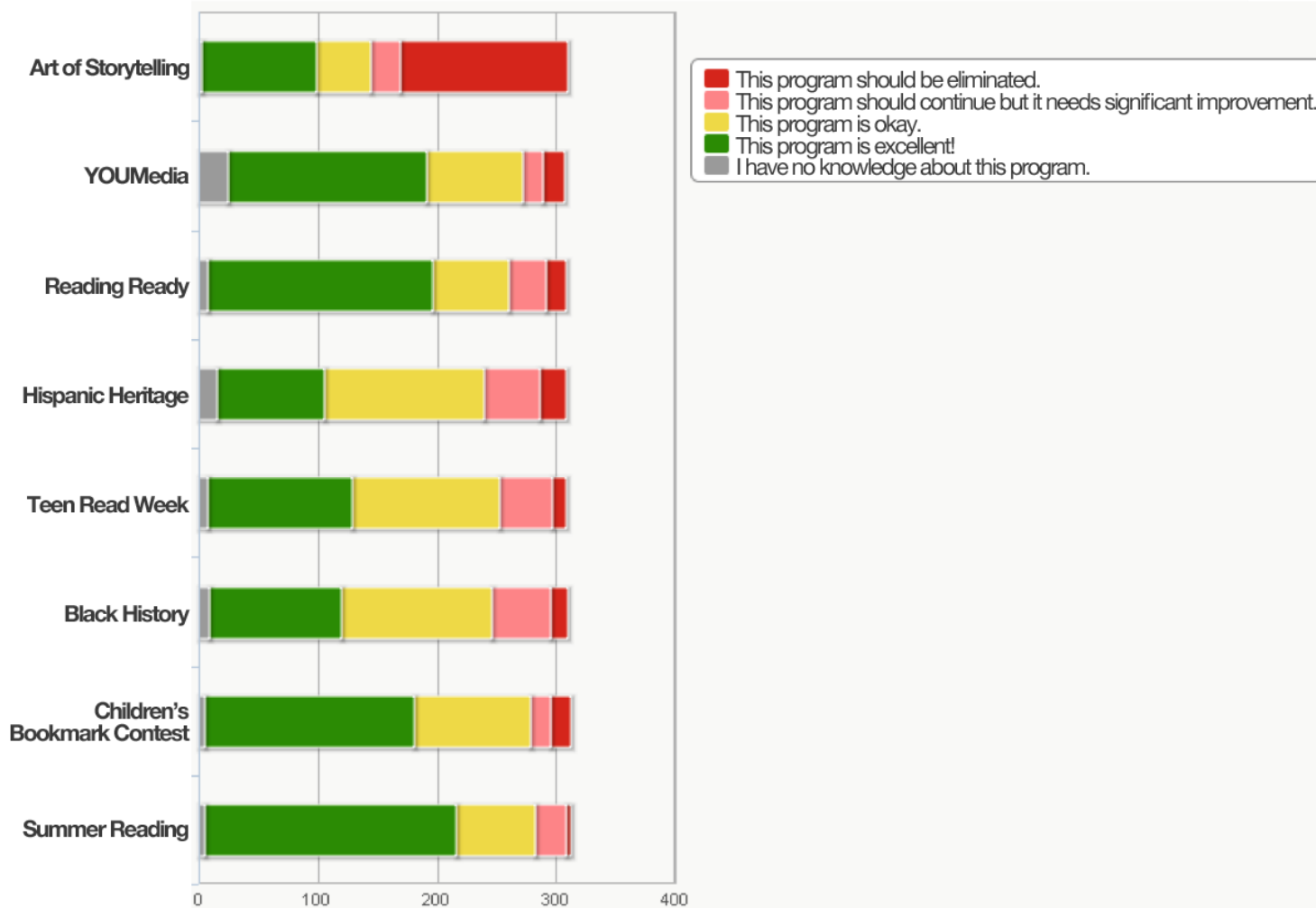
## Top of the List

- Computer Classes
- Reading Ready
- Storytime (for Babies and other Children)
- Project L.E.A.D. / Literacy

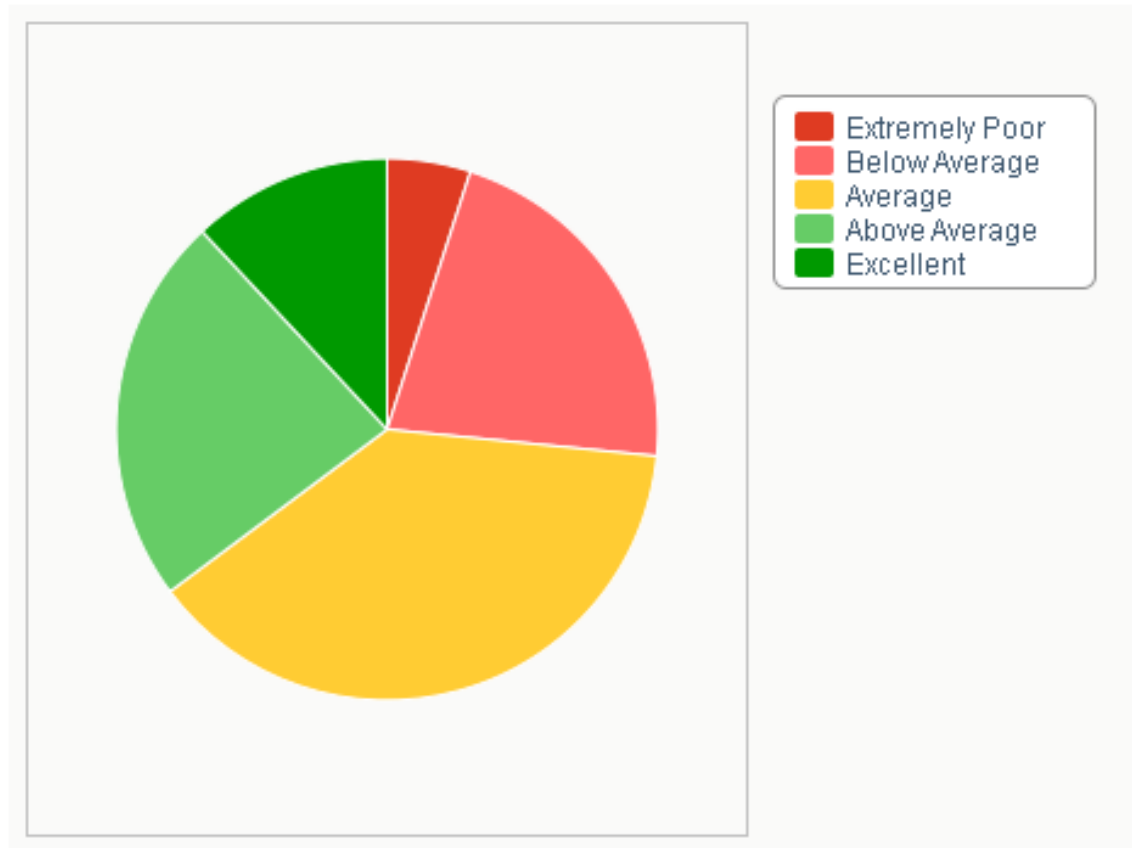
## Honorable Mention:

- Job Search Assistance/Resume Writing
- Summer Reading Program
- Connections / Library Services for the Homebound

# Quality of Programs



# Quality of Collections / Holdings





# Quality of Collections / Holdings

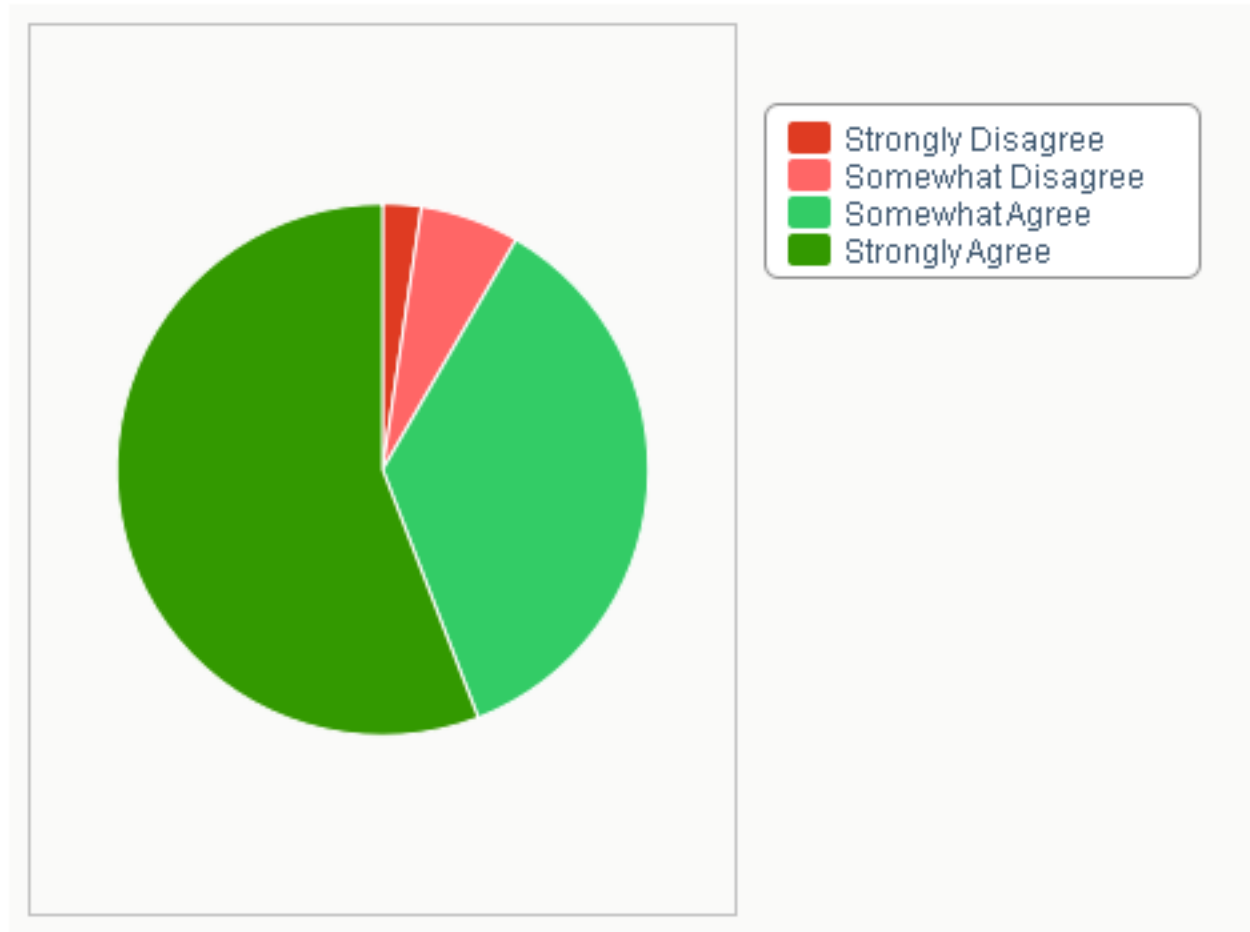
## Most common criticism:

- Budget constraints have dramatically affected availability of NEW, PRINT materials.

## Comments/Recommendations for Improvement

- “The collection is dated.”
- “Patrons have to wait months for a popular book”
- “The budget cuts over the past few years are becoming blatantly obvious.”
- Collections need to be tailored to the community / Gather more feedback from the branches
- More current non-fiction materials on popular topics. More test books like GED, TOEFEL, ASVAB, SAT, NCLEX, Nursing / More practical books like AC Repair, plumbing and car repair. More language learning books and materials. Many of these books have been lost/stolen.

# “I have been sufficiently trained.”

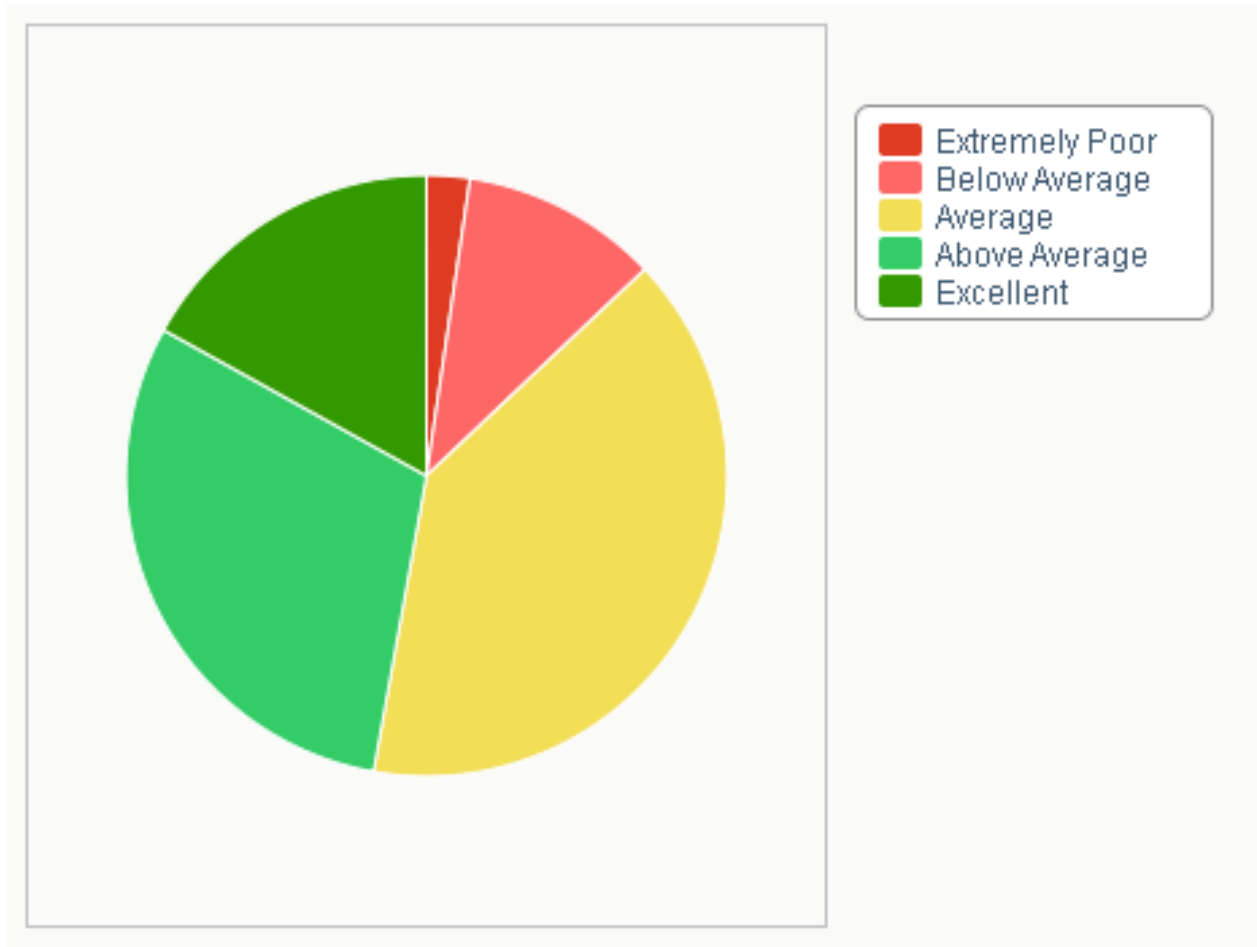


# Training

## Comments/Recommendations for Improvement

- Training budget has declined in last 2 years.
- Not enough staff to allow time for training.
- Need more training on technology.
- Opportunities to cross-train / share resources has been diluted by limited staffing.
- “Customers are bringing in e-devices and expect to get answers. Same with laptops.”
- “Training in frequently used Spanish phrases - common in the course of conducting business in the library - would be helpful.”
- Employees are proud of their 5-Star Customer Service. Want to continue training that sustains that standard.

# Quality of Technology Offered

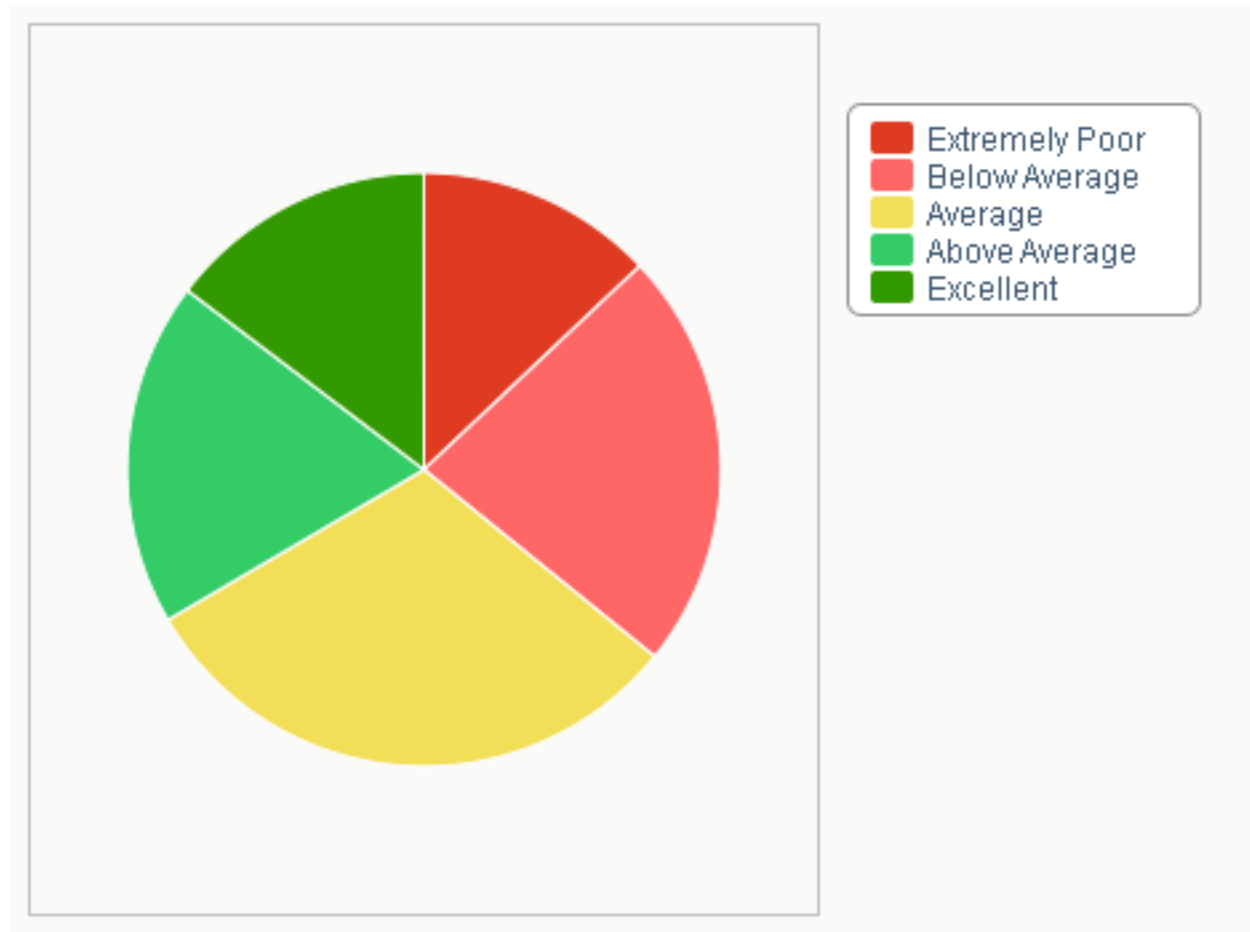


# Technology Offered

## Comments/Recommendations for Improvement

- “We are far behind in technology. We have old laptops that come apart while in use by patrons.”
- “The use of our laptop computers is almost a daily struggle. They are old and slow.” Batteries don’t even hold a charge.
- Need software updates – including stand-alone programs and basic plug-ins for web browsers to keep sites running.
- MDPLS is behind the curve on offering web design, software design, computer programming, and other hi-tech classes.
- “More tablets, more up to date technology, but we need the money to train the staff.”
- Too many restrictions. People cannot use them to access what they need. “Programs are blocked, websites are not accessible, many features are not updated - in short, it's very frustrating!”

# Effectiveness in Public Awareness

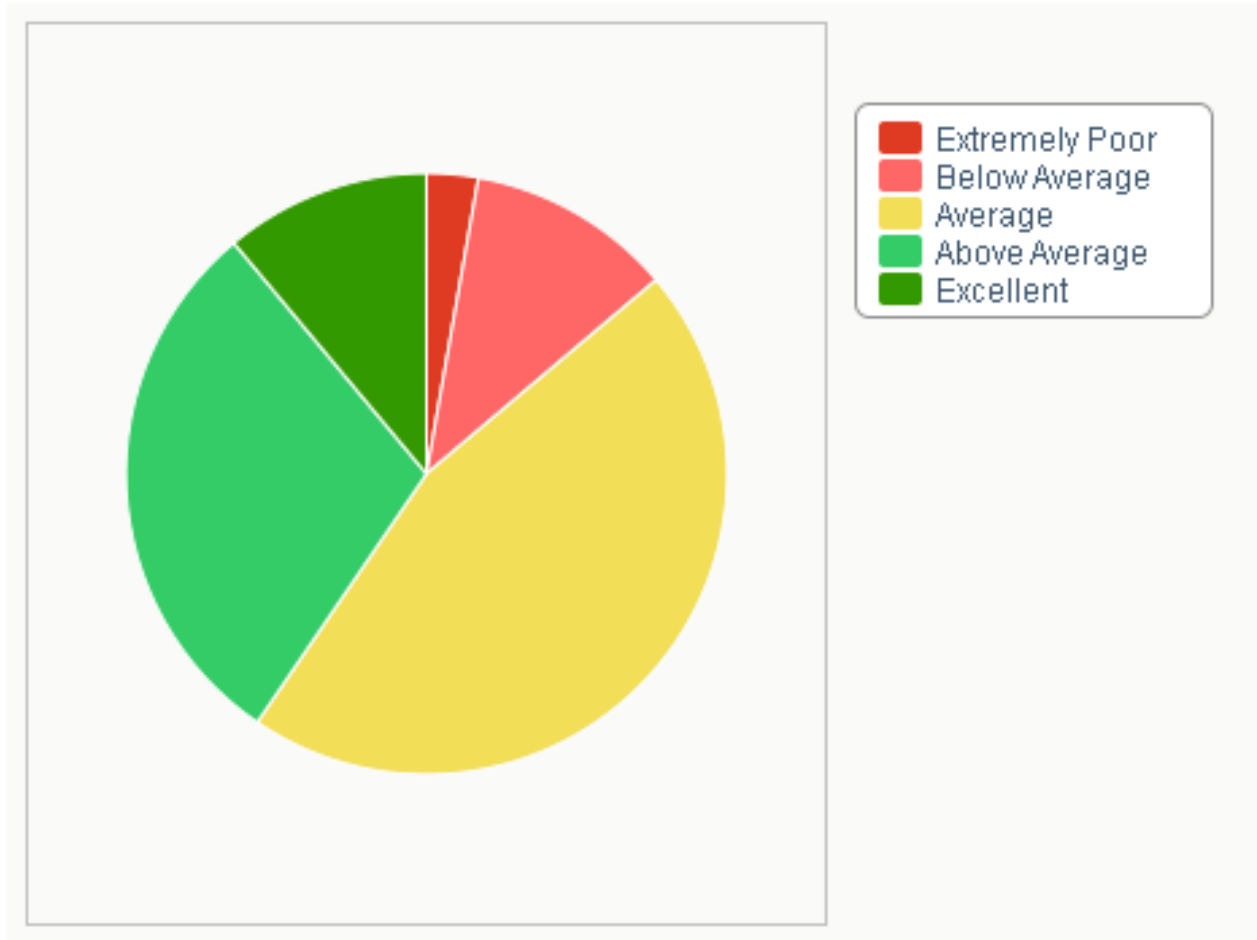


# Public Awareness

## Comments/Recommendations for Improvement

- Aggressive marketing is needed - social media, public service announcements on radio and TV.
- A detailed explanation of how much the public really spends on the library from their property taxes.
- “General disconnect with local communities and most especially with the elderly and Hispanic population” / Need additional focus on Spanish messaging.
- We need to do mass mailings to every household. We need to have our own library magazine.
- “It is very bad. Like a jewelry store on an oil rig bad.”
- People who use the library are aware of services, but there is no marketing to non-users.
- Connect the dots with other cultural and educational institutions on a broad scale.
- Reddit/Facebook/Instagram/Pinterest/etc. campaigns
- “Why aren’t librarians encouraged to write for the Herald, Miami Today, etc.?”

# Quality of MDPLS Facilities



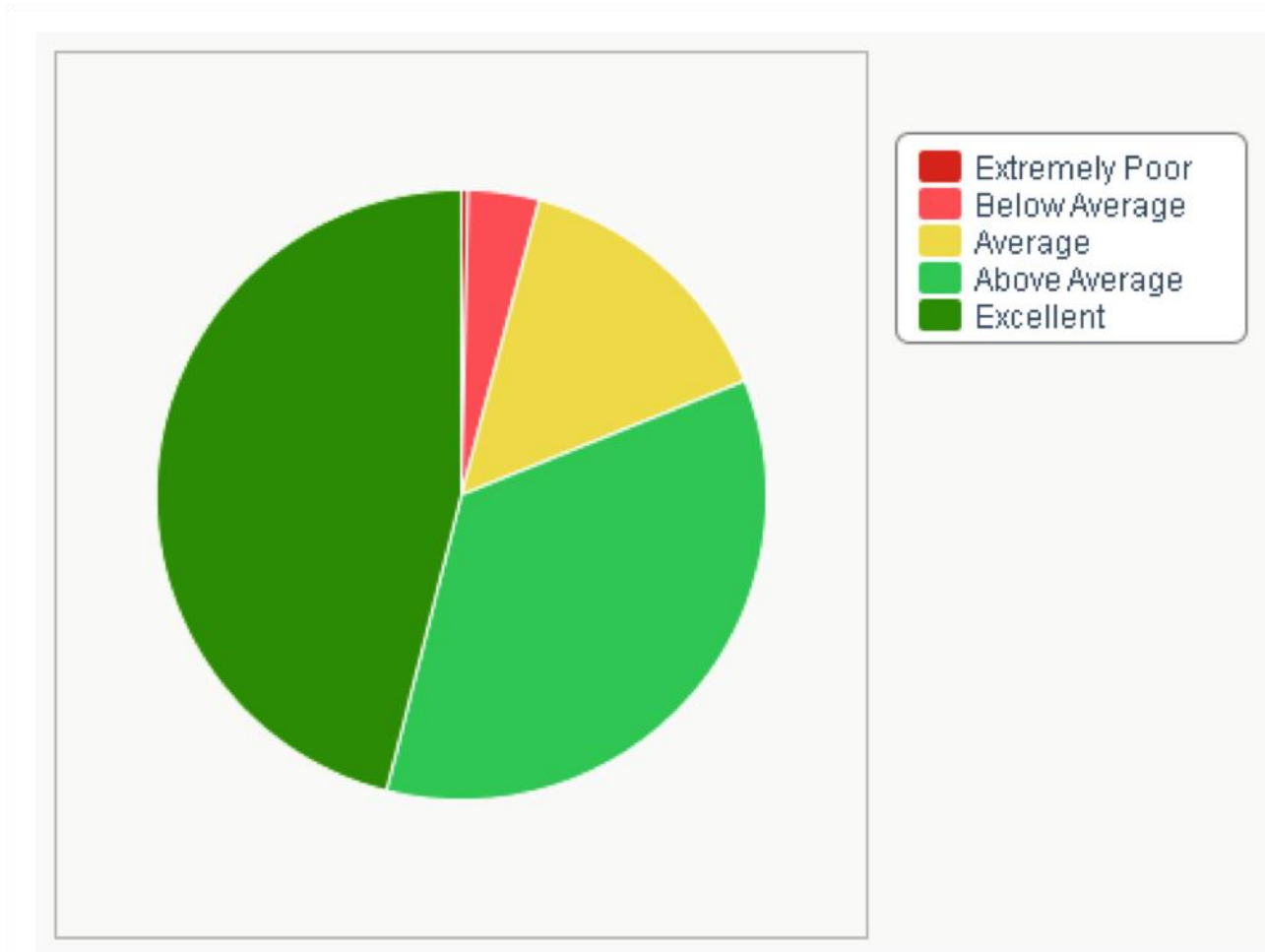


# MDPLS Facilities

## Comments/Recommendations for Improvement

- New branches look excellent, clean. Older facilities look exactly that - used, worn.
- Old rugs and floors need replacement.
- “Many of our libraries appear filthy.” / Decline in quality of janitorial services.
- Dust covers shelves in most branches. The furniture is broken and torn.
- “Improve? Some need to be razed. There's only so many band-aids that can be put on 30+ year old structures.”
- Some facilities need serious upgrades such as a new roof or bathroom facilities. Too many with broken AC and roof leaks.
- Increase the maintenance.
- Patrons ask if we have meeting rooms, Study rooms, quiet rooms.

# Quality of Customer Service



# MDPLS Customer Service

## Comments/Recommendations for Improvement

- “Customer Service is our number one priority.”
- “Staff are, on average, heavily invested in creating a pleasant and positive atmosphere.”
- “We try. Staffing levels sometimes makes it impossible to serve the public in a timely manner.”
- Low morale / “Staff has been stretched so thin they have nothing else to give.”
- “It starts with the Administration. They carry encouragement and morale to branch managers who in turn carry it to their employees.”
- (Extremely Poor) “This is not the fault of the employees who do herculean tasks. Staff is stretched beyond belief and given little to hope for. Everybody has crushed spirits in the library system and feels like they are seen as completely dispensable.”

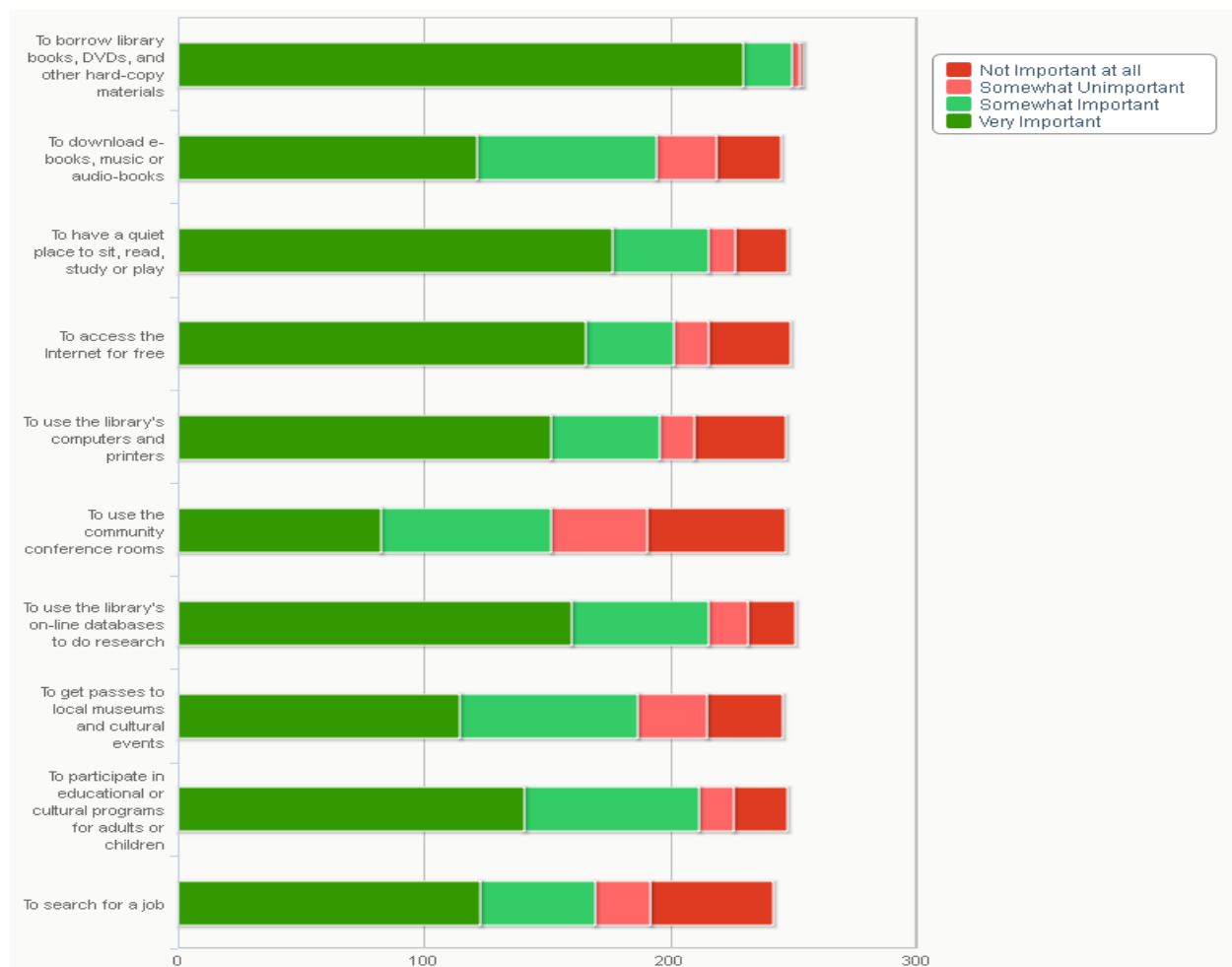
# Under-served populations

## Open-ended Comments:

- Responses were quite varied, with several employees mentioning that library users as a whole are under-served.
- Low-Income/Under-resourced communities
- Seniors
- Hispanics
- Haitian Community
- Immigrants, in general
- Working Adults
- South-side, in general

# Preliminary Online Survey Findings

(This is an ongoing effort)



# Library Services Study

Speaker:

*Richard L. Waters*

*Godfrey's Associates*

*Principal Consultant*



# Miami-Dade Public Library System

## Library Services Study

January 17, 2014



# Municipal Library Profiles





# Hialeah Public Library

- Established in 1924
- Service area 94% Spanish-speaking
- Use of computers increasing
- Future plans for 6<sup>th</sup> e-Library, e-Books, and additional databases



# Hialeah Public Library

	2013 Reported	
Population (2012 estimated US Census)	231,941	
Registered Users	59,785	25.8% of population
Facilities	6	
Square Feet of Space	45,330	0.20 SF per capita
Collection Holdings	152,569	0.7 items per capita
Visits	233,705	
Circulation	100,482	
Staff (FTE)	22.5	
Operating Budget	\$1,159,865	\$5.00 per capita



# Miami Shores Public Library

- Established in 1949
- Named after George Brockway, who donated the funds to establish the library
- Household income considerably higher than County average
- Considering expansion of Children's Services



# Miami Shores Public Library

	2011 Reported	
Population (2012 Estimated US Census)	10,609	
Registered Users	6,887	64.9% of population
Facilities	1	
Square Feet of Space	11,500	1.10 SF per capita
Collection Holdings	80,359	7.6 items per capita
Visits	NC	
Circulation	71,407	
Staff (FTE)	6.13	
Budget	\$368,921	\$37.74 per capita

# North Miami Public Library

- Established in 1932
- Serves as community center
- Good access by middle/high schools
- Service area 60% Haitian
- Major renovation (\$1 million) planned



# North Miami Public Library

	2013 Reported	
Population (2012 estimated US Census)	60,565	
Registered Users	60,746	100.0% of population
Facilities	1	
Square Feet of Space	20,080	0.33 SF per capita
Collection Holdings	102,490	1.7 per capita
Visits	300,025	
Circulation	34,932	
Staff (FTEs)	7.0	
Budget	\$902,083	\$14.89 per capita

# North Miami Beach Public Library

- Established in 1959
- Majority of customers from the African American, Hispanic, Haitian, and Jewish communities
- Planning to replace ILS



# North Miami Beach Public Library

	2012 Reported	
Population (2012 estimated US Census)	42,971	
Registered Users	31,572	73.5% of population
Facilities	1	
Square Feet of Space	23,365	0.54 SF per capita
Collection Holdings	75,470	1.76 items per capita
Visits	253,613	
Circulation	113,935	
Staff (FTE)	13.9	
Budget	\$776,974	\$18.08 per capita





# Municipal Libraries' Planned Investments

- North Miami Planning \$1 million renovation project
- North Miami Beach considering new ILS
- Miami Shores considering building expansion for increased space for Children's Services



# Comparative Data

# Comparisons – Fiscal Year 2013

	MDPLS	Hialeah	Miami Shores*	North Miami	North Miami Beach
Circulation	5,351,447	100,482	71,407	34,932	113,935
Reference Transactions	6,730,440	375,753	NC	33,655	24,960
Program Attendance	144,814	47,377	2,935	8,175	3,959
Visits	6,165,652	233,795	285,215	300,625	253,613
In Library PC Use	1,596,396	90,406	38,600	NC	68,365
Total Contacts	19,988,749	847,813	398,157	377,387	464,832
<b>Total Contacts per FTE</b>	<b>41,086</b>	<b>37,681</b>	<b>64,952</b>	<b>53,912</b>	<b>33,441</b>
<b>Total Contacts per SF</b>	<b>26.8</b>	<b>18.7</b>	<b>34.6</b>	<b>18.8</b>	<b>19.9</b>
<b>Total Contacts per Hour</b>	<b>196.7</b>	<b>173.3</b>	<b>NC</b>	<b>136.9</b>	<b>152.7</b>

\*Data for Fiscal Year 2011.

# Collection Turnover – Fiscal Year 2013

## Number Times Collection Item Circulated in One Year

	MDPLS	Hialeah	Miami Shores (FY11)	North Miami	North Miami Beach
Circulation	5,351,447	100,482	71,407	34,932	113,935
Collection Holdings	4,710,460	152,569	64,147	102,490	75,470
Collection Turnover	1.14	0.66	1.11	0.35	1.51

# Collection Holdings – Fiscal Year 2013

	MDPLS	Hialeah	Miami Shores (FY11)	North Miami	North Miami Beach
Collection Holdings	4,351,447	152,569	64,147	102,490	113,935
Holdings Per Capita	1.98	0.66	6.05	1.69	2.65

\* Industry standard WAS 2.0, but is less now due to electronics.

# Collection Holdings of Popular Books

Holdings of GoodReads "2012 Twenty Best Books"						
Book Title	Author	MDPLS	Hialeah	Miami Shores	North Miami	N Miami Beach
The Casual Vacancy	J.K. Rowling	61 E/4 LP/2 H	1 E/1 S/2 H	2 E/1 CD	2 E	2 E
Gone Girl	Gillian Flynn	76 E/12 LP/ 4 CD/3 EB/168 H	2 E	2 E/1 CD/1 EB	1 E	1 E/1 LP
Light Between Oceans	M. L. Stedman	30 E/4 LP/71 H		2 E/1 CD/2 H		1 E
The Wind Through the Keyhole	Stephen King	11 E/2 CD		1 E	1 E	1 E
Shadow of Night	Deborah Harkness	17 E	1 E/1 S	1 E		1 E
The Long Earth	Terry Pratchett	3 E/2 EB		1 E		1 E
Fifty Shades Freed	E. L. James	54 E/13 S/4 LP/4 EB/9 H	1 E/1 S	1 E/1 CD	4 E	4 E
The Twelve	Justin Cronin	10 E/2 EB		1 E/1 CD	1 E	1 E
Wild: From Lost to Found on the Pacific Crest Trail	Cheryl Strayed	29 E/12 S/2 EB	1 E	1 E/1 CD		1 E
Elizabeth the Queen: The Life of a Modern Monarch	Sally Bedell Smith	10 E/5 CD/1 EB	1 E	1 E		1 E
Quiet: The Power of Introverts...	Susan Cain	11 E/2 EB/36 H	1 E	1 E		1 E
The Pioneer woman Cooks: Food from My Frontier	Ree Drummond	3 E/2 H		1 E		
Let's Pretend This Never Happened: A Mostly True Memoir	Jenny Lawson	13 E/1 H		1 E		1 E
The Walking Dead, Vol. 16: A Larger World	Robert Kirkman	5 E				
A Thousand Mornings	Mary Oliver	4 E/1 H				1 E
Insurgent	Veronica Roth	7 LP/1 CD		1 E	1 E	1 E
The Fault in Our Stars	John Green	28 E/102 H	1 E/1 H			1 E
The Mark of Athena	Rick Riordan	54 E/1 EB		2 E		1 E
Olivia and the Fairy Princesses	Ian Falconer	32 E/25 S				

E=English/S=Spanish/LP=Large Print/EB=E-book/H=Holds

# Collection Budgets

	Fiscal Year 2013	Fiscal Year 2014	Change
MDPLS	\$1,510,177	\$800,000	-\$710,177
Hialeah	\$14,551	\$8,100	-\$6,451
Miami Shores	NR	NR	NR
North Miami	\$12,828	\$106,389	\$93,561
North Miami Beach	\$61,801	\$22,325	-\$39,476

# Public Input



# Focus Group Findings

- 100 + County residents participated in two Focus Group discussions
- Participants use and are very satisfied with Miami-Dade Public Libraries
- Participants want the opportunity to vote on the financial issue
- Focus Groups advertised in *Neighbors* section of Miami Herald and at participating libraries via posters, inviting community participation



# National Comparisons

# National Comparisons - Demographics

County	Service Area Population	White Alone	Black Alone	Asian Alone	Hispanic Latino	Median Household Income	Below Poverty Level	Adult Low Literacy Rate*	Square Miles	Persons Per Sq Mile
Cook	2,696,000	43.4%	24.8%	6.7%	24.6%	\$54,648	16.4%	19.9%	945	5,495
<b>Miami-Dade</b>	<b>2,555,000</b>	<b>16.3%</b>	<b>19.2%</b>	<b>1.7%</b>	<b>64.3%</b>	<b>\$43,464</b>	<b>19.1%</b>	<b>52.0%</b>	<b>1,898</b>	<b>1,316</b>
Kings	2,505,000	35.8%	35.8%	11.3%	19.8%	\$45,215	22.7%	37.0%	71	35,369
Queens	2,231,000	27.2%	20.9%	24.8%	27.9%	\$56,780	14.4%	46.0%	109	20,554
Broward	1,771,000	41.9%	27.9%	3.5%	26.5%	\$51,603	13.5%	22.0%	1,209	1,445
Bexar	1,756,000	29.8%	8.1%	2.7%	59.1%	\$49,141	17.8%	17.0%	1,240	1,383
Orange, CA	1,574,000	43.1%	2.0%	18.9%	34.1%	\$75,566	11.7%	26.0%	791	3,808
Philadelphia	1,547,000	36.6%	44.3%	6.8%	13.0%	\$37,016	11.4%	22.0%	123	11,380
Hillsborough	1,236,000	53.0%	17.4%	3.8%	25.6%	\$49,450	16.5%	15.0%	1,020	1,205
Orange, FL	1,114,000	44.8%	21.8%	5.3%	28.2%	\$48,429	16.3%	20.0%	903	1,269
Palm Beach	849,000	58.7%	18.2%	2.6%	20.1%	\$52,806	14.0%	14.0%	1,970	670
<b>Averages</b>	<b>1,803,000</b>	<b>39.1%</b>	<b>21.9%</b>	<b>8.0%</b>	<b>31.2%</b>	<b>\$51,283</b>	<b>15.8%</b>	<b>26.4%</b>	<b>934</b>	<b>7,627</b>

Source: US Census QuickFacts, December 17, 2013.

\*Defined as "Percent lacking basic prose literacy skills. National Center for Education Statistics, "State & County Estimates for Low Literacy, 2003."

# National Comparisons - Libraries

County	County Library	Service Area Population	Number Of Facilities	Library Total SF Facilities	Total Circulation	Total Visits	Total Circulation & Visits	Per Capita Circulation & Visits
Cook	Chicago Public Library	2,696,000	77	2,562,151	9,771,892	10,942,852	20,714,744	7.7
<b>Miami-Dade</b>	<b>Miami-Dade Public Library System</b>	<b>2,555,000</b>	<b>49</b>	<b>746,902</b>	<b>5,351,447</b>	<b>6,165,652</b>	<b>11,517,099</b>	<b>4.5</b>
Kings	Brooklyn Public Library	2,505,000	59	NR	19,254,167	12,024,071	31,278,238	12.5
Queens	Queens Borough Public Library	2,231,000	61	941,240	18,631,911	12,681,199	31,313,110	14.0
Broward	Broward County Libraries Division	1,771,000	39	1,467,482	10,596,772	8,749,429	19,346,201	10.9
Bexar	San Antonio Public Library	1,756,000	26	543,765	7,206,268	5,257,692	12,463,960	7.1
Orange, CA	Orange County Public Libraries	1,574,000	30	371,666	6,397,552	4,935,190	11,332,742	7.2
Philadelphia	Free Library of Philadelphia	1,547,000	53	703,140	7,503,914	5,954,250	13,458,164	8.7
Hillsborough	Tampa-Hillsborough County Public Library	1,236,000	25	687,597	10,206,513	4,491,278	14,697,791	11.9
Orange, FL	Orange County Library System	1,114,000	15	451,170	1,612,949	4,508,047	6,120,996	5.5
Palm Beach	Palm Beach County Library System	849,000	17	368,683	8,718,347	6,140,560	14,858,907	17.5
<b>Average</b>		<b>1,803,000</b>	<b>41</b>	<b>884,380</b>	<b>9,568,339</b>	<b>7,440,929</b>	<b>17,009,268</b>	<b>9.4</b>

Data from PLAMetrics, a service of the Public Library Association.

# National Comparisons - Funding

County	County Library	Service Area Population	Local Funding	State Funding	Other Funding	Total All Funds	Per Capita Local Funds	Per Capita All Funds
Cook	Chicago Public Library	2,696,000	\$78,717,666	\$6,732,388	\$7,263,387	\$92,713,441	\$29.20	\$34.39
<b>Miami-Dade</b>	<b>Miami-Dade Public Library System</b>	<b>2,555,000</b>	<b>\$29,333,941</b>	<b>\$1,991,676</b>	<b>\$1,842,580</b>	<b>\$33,168,197</b>	<b>\$11.48</b>	<b>\$12.98</b>
Kings	Brooklyn Public Library	2,505,000	\$86,081,234	\$8,860,982	\$9,536,030	\$104,478,246	\$34.36	\$41.71
Queens	Queens Borough Public Library	2,231,000	\$87,616,910	\$6,792,258	\$13,875,454	\$20,667,712	\$39.27	\$9.26
Broward	Broward County Libraries Division	1,771,000	\$53,226,567	\$1,546,180	\$2,754,999	\$57,527,746	\$30.05	\$32.48
Bexar	San Antonio Public Library	1,756,000	\$3,697,404	\$241,652	\$29,135,517	\$33,074,573	\$2.11	\$18.84
Orange, CA	Orange County Public Libraries	1,574,000	\$37,990,100	\$298,602	\$1,898,915	\$40,187,617	\$24.14	\$25.53
Philadelphia	Free Library of Philadelphia	1,547,000	\$41,440,355	\$8,395,564	\$940,284	\$50,776,203	\$26.79	\$32.82
Hillsborough	Tampa-Hillsborough County Public Library	1,236,000	\$32,401,473	\$951,749	\$1,356,328	\$34,709,550	\$26.21	\$28.08
Orange, FL	Orange County Library System	1,114,000	\$27,689,012	\$828,527	\$2,452,011	\$30,969,550	\$24.86	\$27.80
Palm Beach	Palm Beach County Library System	849,000	\$35,767,680	\$1,028,622	\$3,778,248	\$40,574,550	\$42.13	\$47.79
<b>Average</b>		<b>1,803,000</b>	<b>\$46,723,849</b>	<b>\$3,424,382</b>	<b>\$6,803,068</b>	<b>\$48,986,126</b>	<b>\$25.91</b>	<b>\$27.17</b>

Data from PLAMetrics, a service of the Public Library Association.

# Planning for the Future



# Demographic Projections

	2000 Census	2010 Census	2012 Estimate	2017 Projection	% Change 2010-2017
State of Florida	15,982,369	18,801,310	19,313,777	20,594,952	9.54%
Miami-Dade County	2,253,361	2,496,435	2,613,093	2,904,639	16.35%
Hialeah	226,222	224,669	235,269	261,761	16.51%
Miami Shores	10,808	10,493	10,951	12,088	15.20%
North Miami	59,986	58,786	61,498	68,286	16.16%
North Miami Beach	40,766	41,523	43,487	48,381	16.52%

Data provided by DecisionWhere, Inc.

# Pew Research Center\*

*“Some 90% of Americans ages 16 and older said that the closing of their local public library would have an impact on their community, with 63% saying it would have a “major” impact. Asked about the personal impact of a public library closing, two-thirds (67%) of Americans said it would affect them and their families, including 29% who said it would have a major impact.”*

- 95% agree that materials and resources available at public libraries play an important role in giving everyone a chance to succeed
- 95% say that public libraries are important because they promote literacy and a love of reading
- 94% say that having a public library improves the quality of life in a community
- 81% say that public libraries provide many services people would have a hard time finding elsewhere

*\*December 2013*





# National Library Tax Referenda 2013

- 68 referenda for library tax issues presented to voters
  - 49 passed
  - 19 failed
- Average “for” vote was 69.3%
- Average “against” vote was 30.7%



# Local Library Tax Referenda

National “yes” votes – Average 69%

National “no” votes – Average 31%

Miami-Dade County Survey

44% “Okay with tax hike”

36% “Not okay with tax hike”

20% “Undecided on tax hike”

# Library Technology

- North Miami and Miami-Dade use Polaris ILS
- Hialeah, Miami Shores, and North Miami Beach each have different systems
- If all libraries used Polaris ILS, services would improve for all libraries and County residents
- Technology funding should NEVER be reduced regardless of revenue or operating budget constraints – cost of recovery too high and sometimes impossible

# Municipal Libraries

## Miami-Dade Public Libraries



# Miami-Dade Library Technology

- E-Rate grant (one-time) enabling data center improvements
- Bandwidth presently adequate
- New Northeast Branch Library will be a test site for new technology and equipment.

# Benefits to Cities

What are the direct, indirect, and future planned benefits to the four cities of the services potentially provided by MDPLS?



# Direct Financial Benefits for Cities

- Eliminates General Fund library support from Municipalities (could create added funding for other services or lower local tax millage rate)
- Dedicated revenue source from Miami-Dade
- Reduced indirect costs for IT, HR, facilities, and other internal services



# Direct Operational Benefits for Cities

- Centralized acquisitions and shelf-ready collection holdings
- Unified ILS
- Weeding support for strengthened collection holdings
- No responsibility for facility maintenance and improvements
- Reduced burden on internal support services (HR, IT, Finance, Facilities, etc.)
- Reduced risk and costs from staff turnover/absences
- Reduced public facility tort risks





# Direct Programming Benefits for Cities

- Much larger collection holdings
- Enhanced information technology
- Access to more informational databases
- Expanded programming options for children and teens
- Access to outreach services, books-by-mail, and interlibrary loan services



# Financial Impact If Municipals Join MDPLS

	Municipal 2012 Assessed Value	Municipal 2012 Population	Municipal FY 2012-13 Budget	Potential Municipal Tax Revenue Available to County	Municipal Library Tax Revenue Per Capita	Municipal Library Budget Per Capita	Potential Municipal Annual Savings Per Capita
Hialeah	\$7,224,650,057	231,941	\$1,159,865	\$1,215,096	\$5.37	\$5.00	\$0.00
Miami Shores	\$719,515,491	10,609	\$379,496*	\$121,014	\$11.70	\$35.77	\$24.07
North Miami	\$2,076,531,709	60,565	\$902,083	\$349,247	\$5.91	\$14.89	\$8.98
North Miami Beach	\$1,739,098,000	42,971	\$776,974	\$292,495	\$6.98	\$18.08	\$11.10
<b>Totals</b>	<b>\$11,759,795,257</b>	<b>346,086</b>	<b>\$3,218,418</b>	<b>\$1,977,851</b>	<b>\$5.86</b>	<b>\$9.30</b>	<b>\$3.44</b>

\*Fiscal Year 2011-12 data.

# Pros & Cons

## Municipal Pros

- Potential budget savings
- Access more resources
- Enhanced technology

## Miami-Dade Pros

- More library space
- Potential consolidation
- Potential state funding gain

## Municipal Cons

- Loss of identity
- Less “say” in decision-making

## Miami-Dade Cons

- Added facilities, staff ,and maintenance
- Municipal income inadequate
- Municipals shown little interest in Countywide system

# Alternative

# An Alternative for Consideration

Establish county-wide cooperative to:

- Operate all library technology and technical services
- Operate all library marketing and promotion
- Operate all interlibrary loan services
- Operate all outreach programs including
  - Bookmobile services, books-by-mail, and homebound services
  - LBPH services
  - Jump Start and You Media Miami

MDPLS could receive funding by assessments and/or dedicated millage to provide these services

# Considerations for the Future



# Considerations

- Encourage use of self-check throughout the system in order to achieve 90% checkout via self-check
- Re-Purpose small branch libraries (6,000 SF and smaller) as “reading centers” with internet stations and open four days a week
- Complete total inventory of collection holdings
- Become active in “Edge” initiative
- Initiate RFID tagging all new acquisitions



# Considerations

- Develop, fund, and operate a Research & Development Office
- Initiate data collection focusing on impacts
- Achieve a annual budget goal of 50-52% for personnel (salaries + benefits) and 10-12% for collection holdings (all formats)
  - Miami-Dade County Library Budget: 59% Personnel and 2% Collections
- Refresh technology hardware in all facilities on a four-year cycle
- Develop centralized call center for all virtual and telephone inquiries



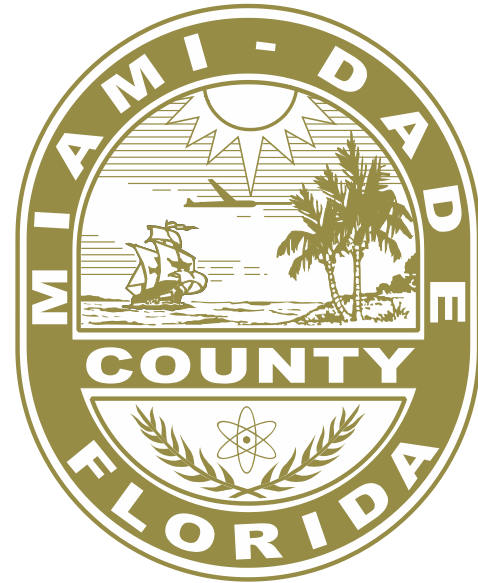


# Questions?

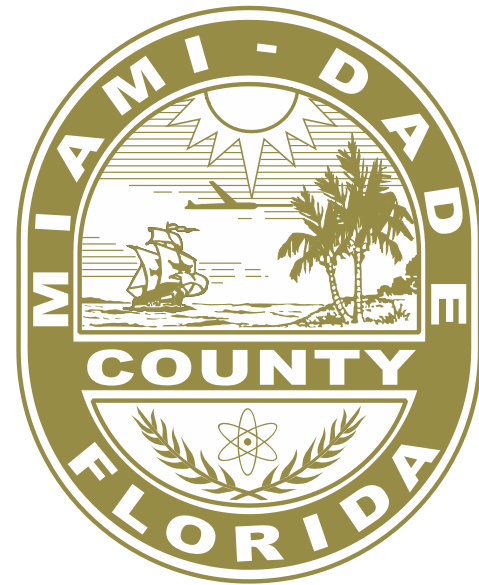
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# Final Comments



# Preparation for Next Meeting



# Mayor's Blue Ribbon Taskforce for the Miami-Dade Public Library System

January 17, 2014

